

# Livestock research for food security and poverty reduction

## What's new in the ILRI strategy

In 2012, ILRI developed a new strategy for the period 2013–2022. This is ILRI's second ten-year strategy. Articulated in the tagline *better lives through livestock*, it incorporates several changes from the previous strategy, moving from a focus on livestock as a pathway out of poverty to a broader agenda that addresses poverty and food security in ways that are environmentally sustainable, good for human health and nutrition, and equitable. These changes are summarized in the table below.



Issue	ILRI strategy 2002–2012	ILRI strategy 2013–2022
<b>What ILRI aims to achieve</b>		
Overlap between strategy and operational plans	Former strategy included operational details, some of which became obsolete when the context changed.	Current strategy focuses on a long-term high-level agenda; detailed operational plans address how the strategy is delivered.
Impact target	Overall focus on poverty alleviation.	Current strategy goes beyond 'pathways out of poverty' to include global food supply, food and nutritional security, job creation and linking small-scale actors to large-scale enterprises.
<b>How ILRI works</b>		
Output–outcome–impact continuum	A growing recognition that research needs to deliver not just outputs but also outcomes. Considerable variation across the institute as to the extent to which this was utilized to frame high-priority activities.	More emphasis on purposefully ensuring that research leads to developmental outcomes and impacts.
	A few research-for-development projects that were invaluable learning experiences helped clarify the role and positioning of ILRI.	Embedding research in larger development projects in which research serves a small, albeit critical, role.  Partnerships, communications, knowledge management, gender and capacity development are integral parts of the research-for-development agenda.
Accountability	Accountability for outputs and deliverables: Although outcomes were recognized as vital, the emphasis was on ensuring that the likelihood of outcomes was good.	ILRI holds itself accountable for the attainment of measurable outcomes and impacts.
Attribution	Increasing recognition of partners' roles vis-à-vis those of ILRI, at times in relation to outcome and impact pathway thinking.	Strategic objectives go beyond what ILRI as a research institute can achieve alone: to track progress towards desired impacts, ILRI has to know what is changing, not how ILRI is changing it—this can only be achieved with the concerted effort of a broader set of partners.
Alignment within the institute	The whole institute worked towards a single goal; however, articulation of relationships between the research, support and other operations was not specific.	Specific, measurable indicators that allow for alignment and monitoring of every part of the institute's business.

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<b>ILRI's research portfolio</b>		
Balancing benefits and risks	Emphasis on the benefits of livestock, especially for poverty reduction.	Increased recognition that keeping livestock has benefits and risks, and that a balanced approach is required that takes account of livestock's impact on the environment, on human health and of potential inequities.
Diversity of livestock systems	Different research priorities for different systems, notably crop–livestock and pastoral systems.	Articulation and use of different livestock sector trajectories, which are dynamic, forward looking and based on more than biophysical conditions alone. No 'one size fits all'.
Diversity of strengths	Recognition of ILRI's strengths in systems, gender, resilience, biosciences.	Bringing ILRI's strengths together—from high-end biosciences to social, value chain and gender research—notably to contribute to CGIAR research program outcomes.
Research-for-development approach	Focus on practice—transforming livestock actions on the ground.	In addition to practice, focus on policy decision-making, investments at different levels—all of which are complementary but require different research approaches.
Research on human health and nutrition	An emerging recognition of the importance of the intersection of livestock and human health, mainly involving zoonoses and food safety work in markets and value chains.	Livestock and human health and nutrition intersection has much higher visibility as a high-priority research area, with the nutritional dimension potentially expanding.
Gender	Varied inclusion and attention to gender across the institute's portfolio.	Mainstreaming of ILRI gender strategy such that gender equity is at the heart of all the institute's work.
Species focus	Focus on ruminants—cattle and small ruminants in particular.	As the monogastric sector is the fastest growing livestock subsector in much of the world, smallholder pig value chains added to the portfolio. More robust analysis of opportunities for pro-poor research in relation to the livestock system trajectories including pig and poultry sectors.
<b>With and for whom ILRI works</b>		
Clientele	Main focus on poor livestock producers.	Includes all main actors in animal-source food value chains, diverse livestock community stakeholders and addresses needs of poor urban and rural consumers.
Partnerships	Increasing recognition of the role of a diversity of partners. Many partners with diverse roles, ranging from major strategic partners, with whom there is a multi-faceted engagement around priority topics, to 'collaborators' who deliver a particular result. Little recognition of this diversity.	Strategic partnerships with national agricultural research systems; a deeper engagement with development organizations and the private sector; and partners with expertise in communication, advocacy, policy change, catalysing coalitions and alliances, and facilitating multi-stakeholder networks and innovations systems.
Capacity development	Largely focused on individual engagement, principally (but not only) through graduate students.	More attention to helping individuals and institutions in developing countries further develop their capacities in the livestock sector; without this, people and institutions are not able to absorb and fully use the outputs generated by ILRI and many other organizations.

Read related materials at [ilri.org/mission](http://ilri.org/mission)



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